



Universidad Euskal Herriko
del País Vasco Unibertsitatea

PLAN DE PLURILINGÜISMO - CURSO 2008/2009
MULTILINGUALISM PROGRAME- ACADEMIC YEAR 2008/2009
ELEANIZTASUN PLANA - 2008/2009 IKASTURTEA

Subject: BUSINESS ORGANIZATION AND ADMINISTRATION II

Teacher responsible: Eva Velasco

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Semester: First

Credits: 6

Type: compulsory
(compulsory / Optional / L.E)

Aims:

First of all the course aims to teach the student the basic concepts to understand the main decisions that have to be taken in the Production Subsystem: process selection, facility layout, automation alternatives, capacity planning and location, planning and control systems, inventory management and human resources and job design among others. The students will also learn some tools and techniques commonly applied in operation management. Secondly, the modern concept of Quality Management will be presented, together with the main tools used under total quality management philosophy. Finally, business environment will be studied and how to design a strategy that adapts to external and internal conditions.

Theoretical and practical content:

1. Production Subsystem

- 1.1. Introduction to POM
- 1.2. Historical Events in POM
- 1.3. Current Challenges
- 1.4. POM's Objectives
- 1.5. Main Decisions in POM
- 1.6. Production Process Decisions
 - 1.6.1. Process Selection
 - 1.6.2. Technology Selection
 - 1.6.3. Layout Selection
- 1.7. Capacity Decisions
 - 1.7.1. Long- term planning: capacity and location
 - 1.7.2. Medium- term planning: Aggregate Planning and Material Acquisition
 - 1.7.3. Short- term planning: Master Production Scheduling
 - 1.7.4. Planning and Control Systems
- 1.8. Inventory Management
- 1.9. Human Resources and Job Design

2. Quality Management in Companies

- 2.1. Introduction
- 2.2. Evolution in Quality Management
- 2.3. Quality Assurance
- 2.4. Total Quality Management
- 2.5. EFQM Model
- 2.6. Tools of TQM

3. Business Strategic Management

- 3.1. Introduction
- 3.2. Analyzing a Company's External Environment
 - 3.2.1. Company's Macro-environment
 - 3.2.2. Company's Specific Environment



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- 3.3. Company's Internal Analysis
- 3.4. Competitive Strategies
 - 3.4.1. Cost Leadership
 - 3.4.2. Differentiation
 - 3.4.3. Segmentation
- 3.5. Growth Strategies
 - 3.5.1. Zero Growth
 - 3.5.2. Positive Growth
 - 3.5.2.1. Growth Direction: Expansion - Diversification
 - 3.5.2.2. Growth Formula: Internal - External
 - 3.5.3. Restructuring

Basic bibliography:

Aquilano, Nicholas J, Jacobs, F. Robert (2001): Operations management for competitive advantage. McGraw-Hill/Irwin, Boston

Gaither, N. y Frazier, G. (2000): Administración de producción y operaciones. International Thomson Editores. Mexico.

Goetsch, D. L. and Davis, S. D. (2003): Quality Management, Introduction to Total Quality Management for Production, Processing and Services. Prentice Hall, New Jersey

Heizer, J. and Render, B. (1996): Production and operations management : strategies and tactics. Prentice Hall International

Porter, Michael E (1985): Competitive advantage : creating and sustaining superior performance, New York, Free Press

Thompson, Strickland, and Gamble (2007): Crafting and Executing Strategy. McGraw-Hill

Assessment:

There will be a continuous evaluation system. The student will have to take three exams during the course, together with a final exam, that will serve to measure the knowledge acquired by the student.

Additionally, the students will have to make a group presentation in class and will have to hand in various exercises and practical cases. Finally, active participation in class will also be taken into account.

Therefore, grading for the course will be based on the following:

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| • Final exam | 70% |
| • 3 on-campus exams | 15% |
| • Written case analysis | 5% |
| • Case presentations | 5% |
| • Participation | 5% |

Notas:

1. Tipo de letra: **Arial 11**, Tipo de archivo: **Word**.
2. Enviar la ficha cumplimentada a la siguiente dirección electrónica:
relaciones-internacionales@ehu.es